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\* AUG 1973

MEMORANDUM FOR: Director of Logistics

SUBJECT : Plan for Implementation of Supply Divisional Functional Reorganization

1. The basic elements of this plan are:

25X1A a. A rewrite of mission and function statements and the covering Supply Division (SD) Instructions for the newly structured divisional branches and the [ ];

b. A rewrite of key position descriptions;

c. The identification of personnel assignments to specific positions; and

d. Space layout and design requirements.

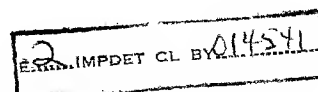
2. Attachment 1 is a schedule reflecting plan objectives and the dates the objectives are to be accomplished. Milestones, largely concerned with space reconfiguration and installation of telephones and equipment, are indicated with an asterisk.

3. In establishing space requirements, the engineer [ ] has tried to take full advantage of the existing layout to avoid unnecessary and costly relocation of partitions and the like. As the General Services Administration (GSA) has an A&E work order (No. 73-2034) in the amount of \$5,000 which includes developing costs for installation of the screen room and configuration of the contiguous secure area, our current cost estimates have been limited to the renovations over and above that required for the secure area. These are:

a. Renovations (based on average unit cost statistics)	\$13,000
b. Conserv-A-File V Equipment for master files	8,000
c. Telephone installations	<u>2,000</u>
TOTAL	\$23,000

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SUBJECT: Plan for Implementation of Supply Division Functional Reorganization

Note: GSA has been kept apprised of the plan to relocate the screen room and the added renovation requirements.

25X1A 4. Attachments 2 and 3 are organizational charts for the SD and the [redacted], which indicate total personnel strength by component. Attachment 4 provides an organization chart by positions and recommended grade structure for the four SD Branches, with Attachment 5 showing projected personnel assignments by position within the Branches. Assignments to key and senior grade positions are considered firm; however, some assignments as projected for lower-graded positions may be subject to change because of the current SD ranking exercise, possible reluctance of Depot personnel to relocate to [redacted] and other factors.

25X1A 5. Attachment 6 lists the five personnel assigned to or reassigned within the [redacted] as a direct result of the functional merger, i.e., one supply assistant, two supply clerks and a clerk typist moving from the Receipts Control Unit of Stock Control to the newly proposed Depot Receiving Branch, and one supply officer position relocated from the Field Support Branch to the Chief, [redacted] Office to handle inventory control.

25X1A 6. A complete listing of the 23 SD positions to be abolished as a result of the reorganization is provided by Attachment 7.

7. The mission and function statements, covering Supply Division Instructions and key position descriptions required to implement the reorganization are contained in Attachments 8 through 12. Listed in order, they apply to the Supply Management, Operations Support, Inter-Departmental Support and Central Control and Distribution Branches and the [redacted]

8. The SD Instructions to be revised and published or rescinded prior to the scheduled date (1 December 1973) for the merger are listed on Attachment 13.

9. Attachment 14 is the design layout for the SD and the Data Access Center. Because of space limitations we plan to relocate the Reference Library on the 10th floor where space is available.

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[redacted]  
Chief, Plans & Programs Staff, OL

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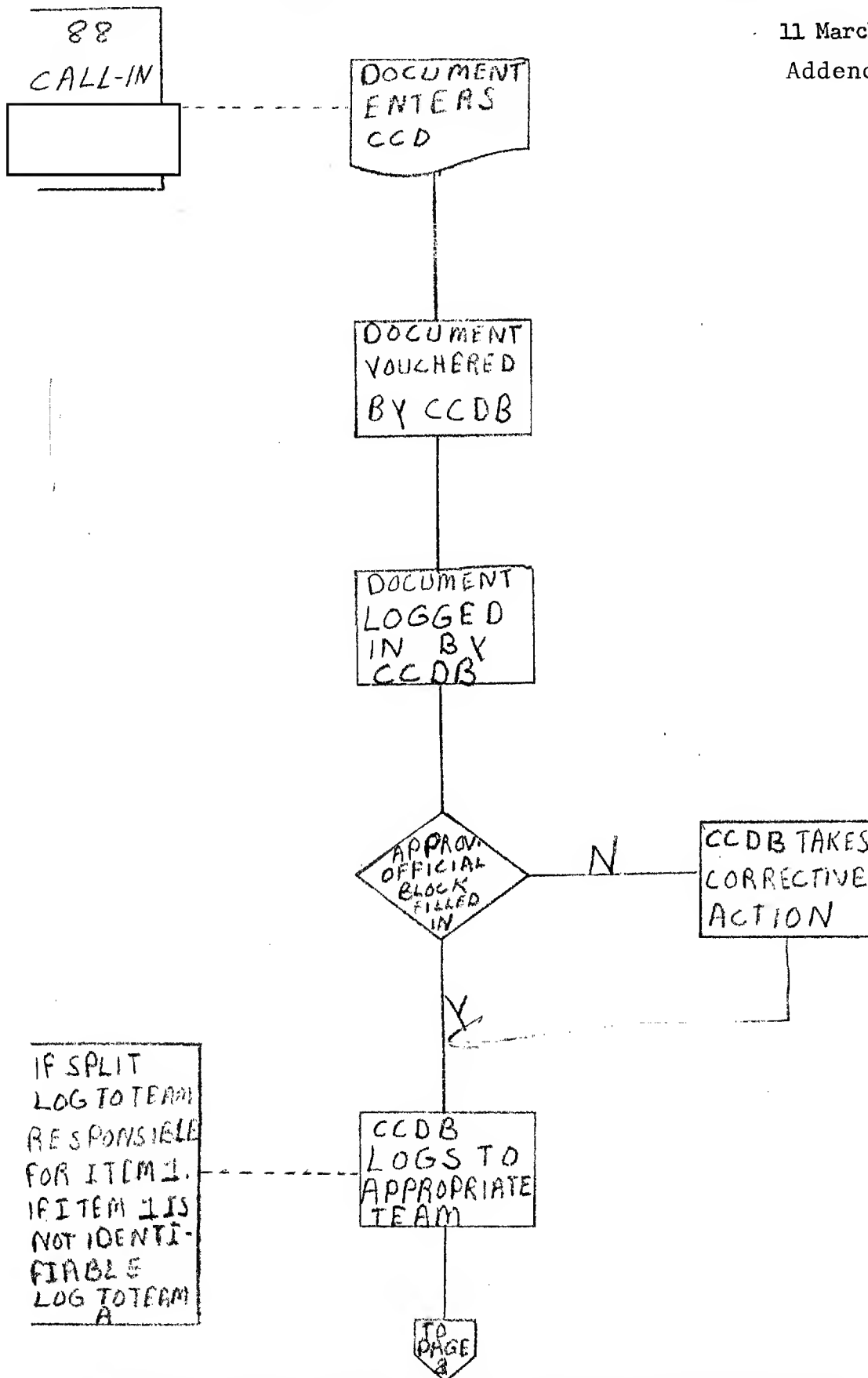
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Chief, Supply Division, OL

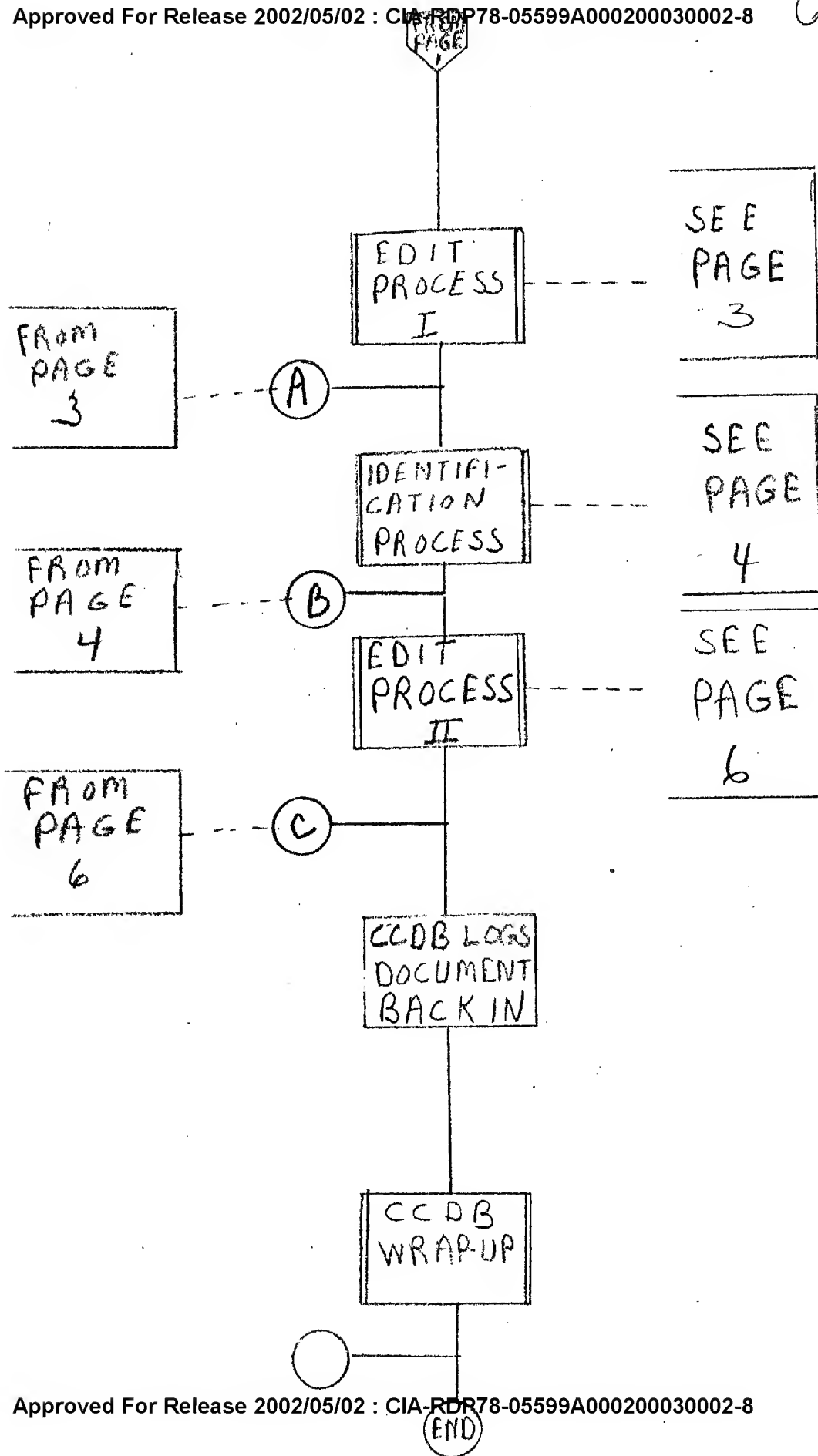
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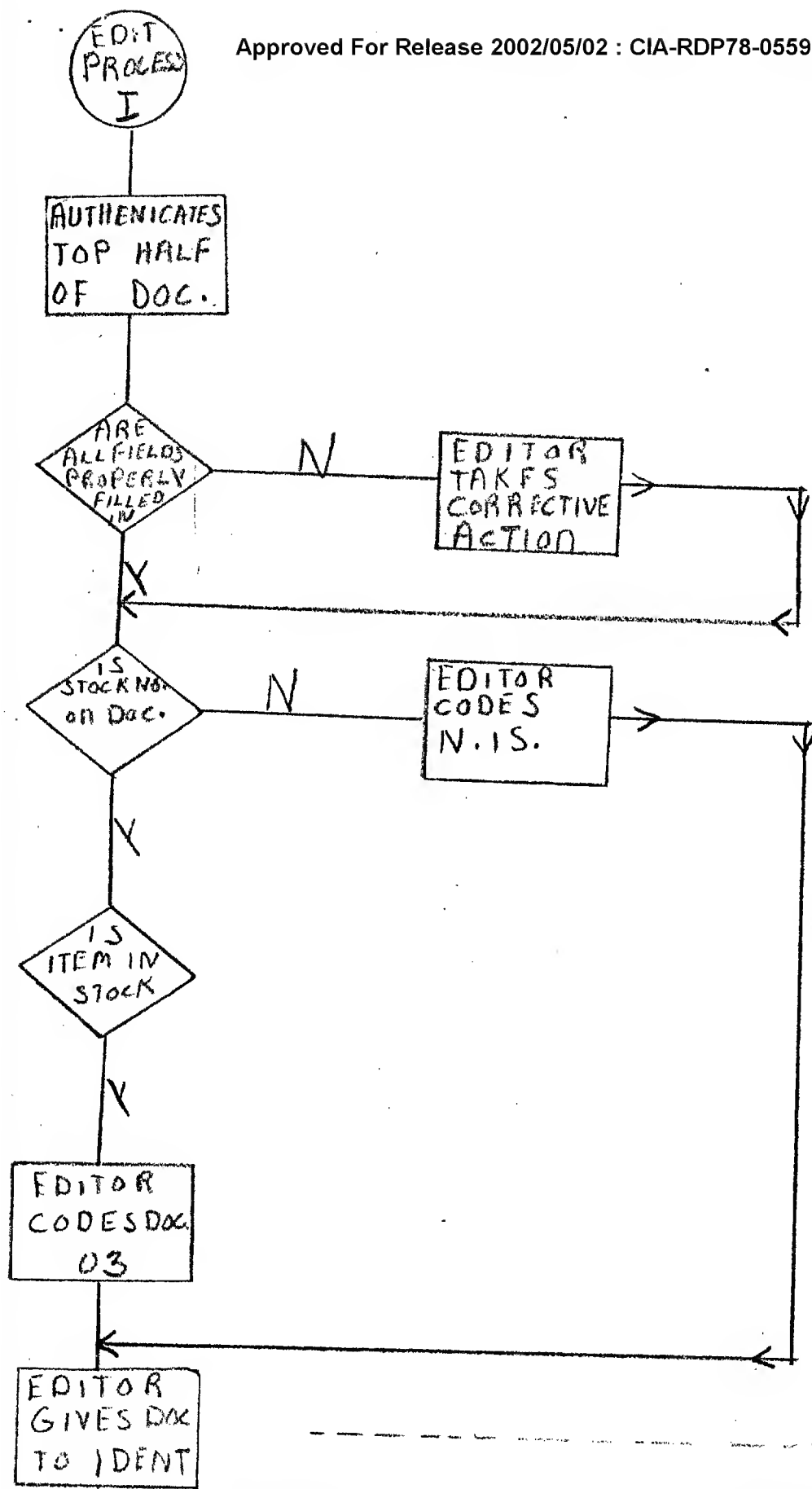
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Addendum 1

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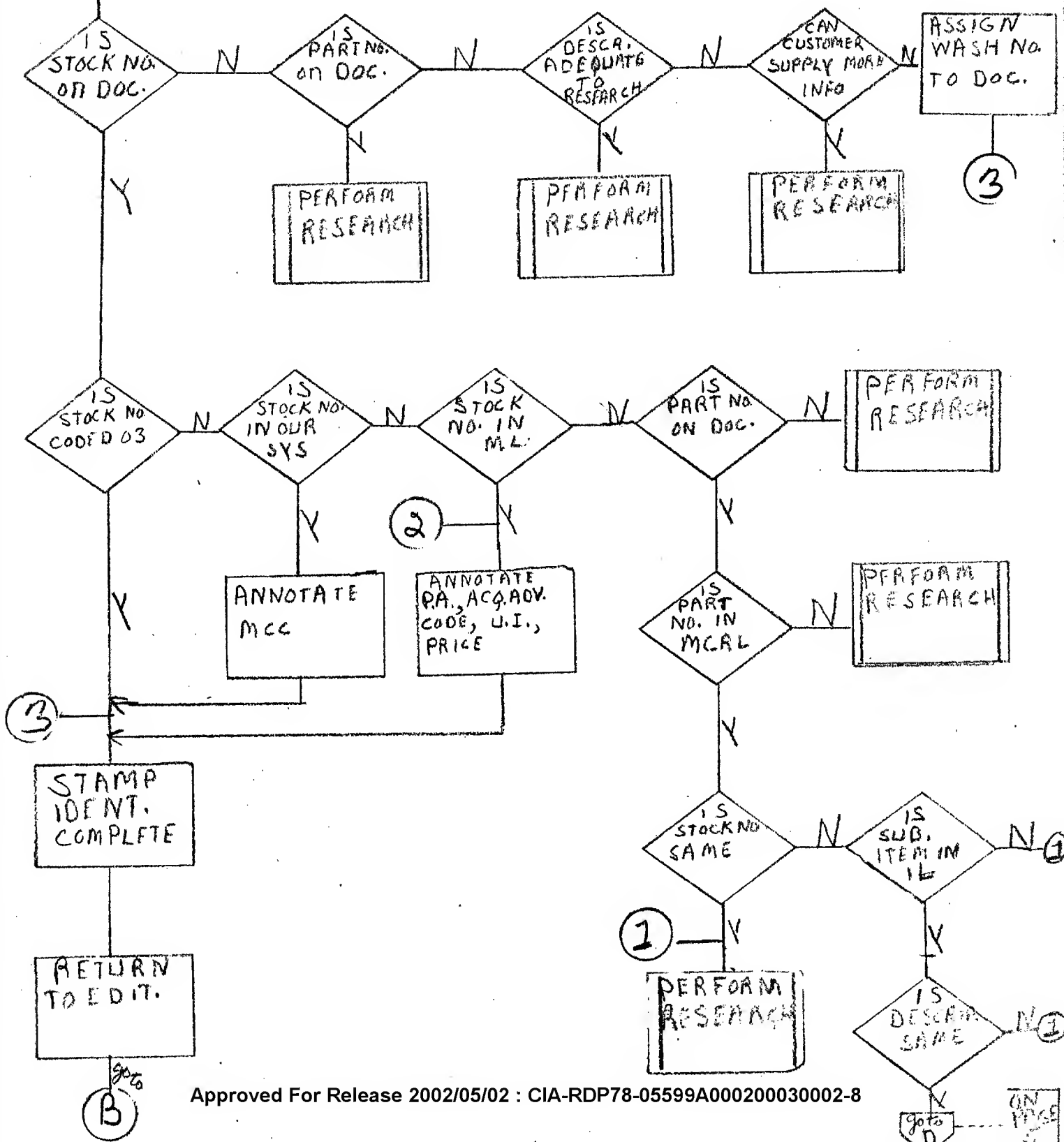


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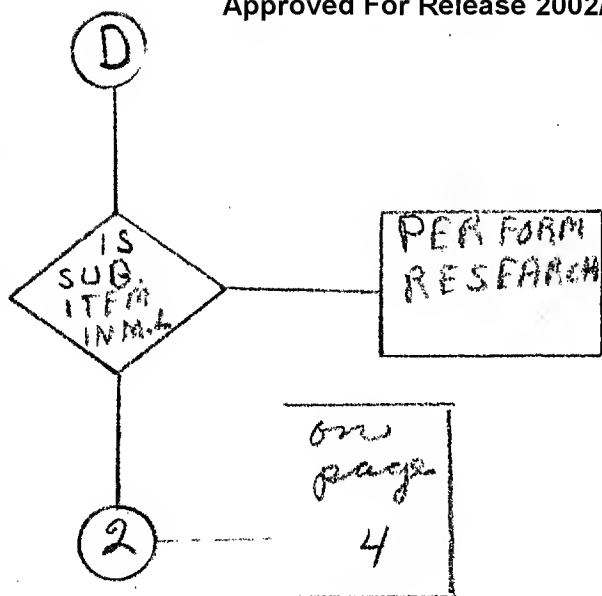
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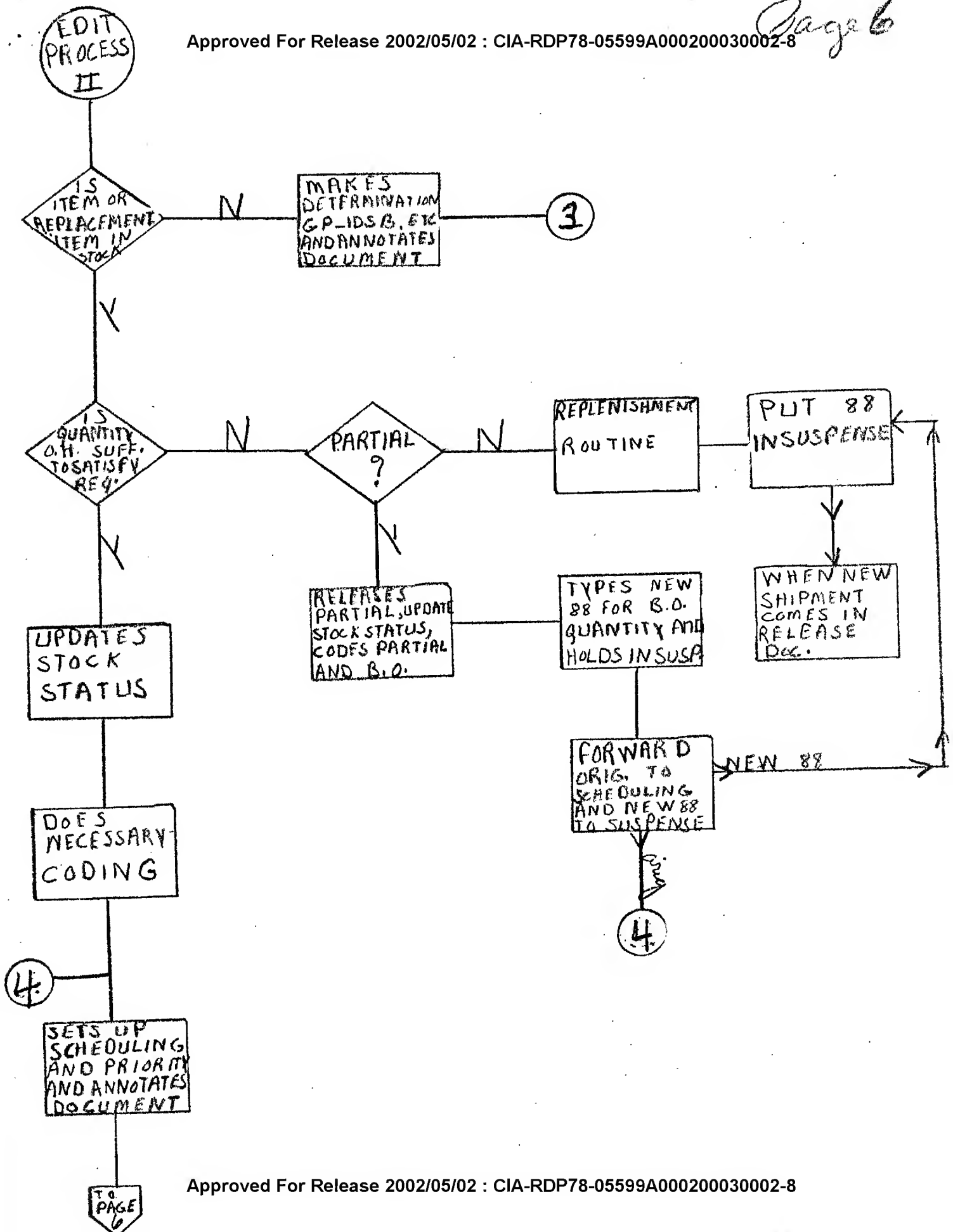


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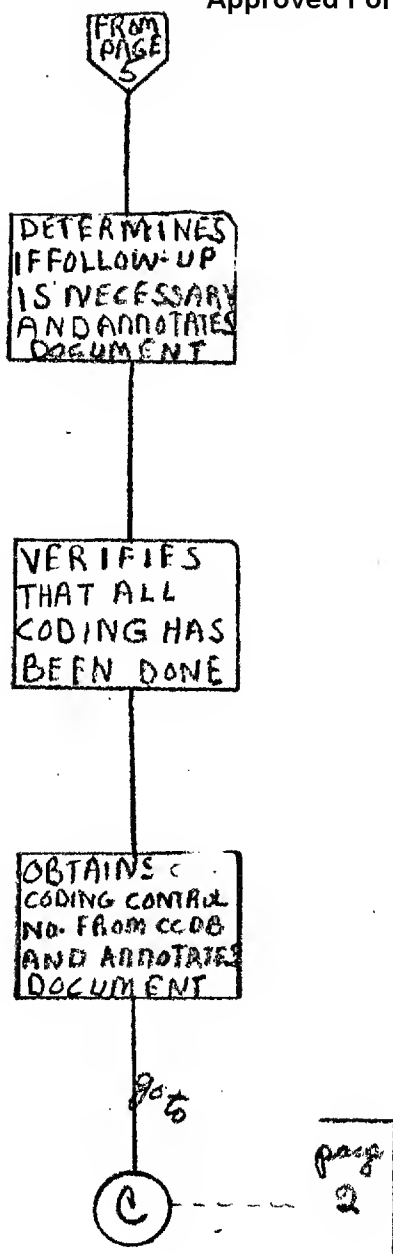


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TAB

**SECRET**ATTACHMENT 1SUPPLY DIVISION - SCHEDULE FOR IMPLEMENTING FUNCTIONAL REORGANIZATION

<u>OBJECTIVES</u>	<u>DATES</u>	<u>REMARKS</u>
1. Prepare Implementation Plan	3 August	
2. Space Layout and Design	6 August*	Preliminary Design Completed 1 August
3. Order New Filing Equipment	6 August	
4. Work Order to GSA for Space Reconfiguration	9 August*	Submit through LSD/SM&FB
5. Request Telephone Plan from TFB/LSD	9 August	
6. Determine Machines to be Relocated within Supply Division	1 September	May be Possible to Eliminate One Machine
7. Initiate Formal School and Training Assignments	1 September	
8. Begin Space Reconfiguration Work	1 November*	Allows GSA 83 days from Receipt of Work Order
9. Begin OJT Assignments	1 November	
10. Install New Filing Equipment	12 November*	Estimated on availability
11. Brief Area Log Officers on New System	16 November	Follow-up Procedures and Requisitioning by Commodity Class
12. Begin Telephone Installations	16 November*	CCDB and OSB

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<u>OBJECTIVES</u>	<u>DATES</u>	<u>REMARKS</u>
13. Relocate and Install Machines	29 November*	
14. Complete Space Reconfiguration and Telephone Installations	30 November*	Estimated 30 Days for GSA to Complete
15. Relocation and Merger of Personnel and Functions	1 December	Scheduled for Saturday - Minimum Interruption to Work

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**POSITIONS TO BE ABOLISHED**  
**SD REORGANIZATION & FUNCTIONAL MERGER**

<u>POS. NO.</u>	<u>DESCRIPTION</u>	<u>GRADE</u>	<u>SD COMPONENT</u>
1. 2060	Secretary (Typ)	GS-6	SMB/OAMS
2. 2065	Equipment Tech	7	SMB/OAMS
3. 2066	Equipment Spec	13	SMB/OAMS
4. 2082	Supply Asst	7	SMB/GMMS/IMU
5. 2082	Supply Asst	7	SMB/GMMS/IMU
6. 2089	Supply Cat Off	7	SMB/GMMS/CIU
7. 2107	Supply Asst	9	FSB/I&I
8. 2112	Supply Clerk (Typ)	6	FSB/VEH
9. 2123	Supply Asst	9	CCDB/FU&E
10. 2125	Supply Asst	5	CCDB/FU&E
11. 2364	Supply Asst	6	CCDB/FU&E
12. 2261	Supply Clerk (Typ)	4	CCDB/FU&E
13. 2229	Supply Clerk (Typ)	5	CD/SCB
14. 2382	Supply Asst	6	CD/SCB
15. 2221	Supply Asst	6	CD/SCB
16. 2221	Supply Asst	6	CD/SCB
17. 2234	Supply Clerk	5	CD/SCB
18. 2237	Supply Clerk	4	CD/SCB
19. 2228	Supply Asst	9	CD/SCB
20. 2375	Procurement Asst	9	CD
21. 2124	Supply Asst	7	CCDB
22. 2118	Supply Asst	9	CCDB
23. 2366	Forklift Operator	W-6	CD/MFB

TAB



SUPPLY MANAGEMENT BRANCH

The functions of the Supply Management Branch are as follows:

1. Using the commodity team concept, exercise control over and manage depot inventories to ensure balance of supply with demand, consistent with planned projects, new requirements and usage data available.
2. Develop, maintain and revise as required stock levels based on overall requirements, demand experience, authorized allowances and specified project or strategic allocations.
3. Maintain and analyze stock status reports to:
  - a. Direct redistribution of stocks between depots and stations as determined by planned requirements, usage data or need.
  - b. Identify and take action to dispose of those items which are determined as excess or surplus to the needs of the Agency.
  - c. Initiate stock replenishment actions on periodic or special need basis.
4. Process all domestic and field requisitions and determine OL component for supply or procurement action.
5. Maintain the accountable stock records for all classes of materiel in stock to determine availability, price, location, sterility and condition of items.
6. Process all action documents for transfer or disposal of all obsolescent, deteriorated, excess or surplus Agency stock.
7. Determine which items are in critical supply and develop control techniques to regulate, and if necessary, to allocate issues against available stocks.
8. Develop criteria and select new items for inclusion in the Agency stock system based upon repetitive purchase demand trends, new equipment or items requirements, and data obtained from other Agency components.

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9. Develop and implement program of material standardization in conjunction with other Government agencies.

10. Continuous analysis of stock status reports to identify and take action to remove from Agency stock items which are relatively inactive, bear high overhead handling costs and items which can be recommended to procurement as suitable for contracting out procedures.

11. Approve issue of controlled items against justifiable requests.

12. Maintain interface with the Data Access Center and other internal Logistics components on all matters relating to supply management in connection with the automated inventory management system.

13. Develop, refine and coordinate external and internal supply management control programs and such statistical analyses and financial control reports as may be required.

14. Effect material identification, assign stock numbers and price all items within the Agency supply system, and in conjunction therewith, maintain a catalog reference library and publish Agency supply catalogs and supplements thereto.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-74

SDI 45-74  
(Revised)

SUPPLY MANAGEMENT BRANCH

- References:
- (a) Logistics Instruction (LI) 1-5 (Revised) - Mission, Functions and Delegations of Authority to Chief, Supply Division
  - (b) Supply Division Instruction (SDI) 1-4 (Revised) - Delegation of Authorities to Supply Division Officials
  - (c) Supply Division Instruction (SDI) 45-67 (Revised) - Standard Codes
- Recission:
- (a) Supply Division Instruction (SDI) 45-74 - Supply Management Branch, dtd 14 May 68

1. PURPOSE

This instruction promulgates supply management, cataloging policy and responsibilities set forth in references (a) and (b).

2. MISSION

Develop and implement policy and procedures for all phases of supply management including, but not limited to: creation and maintenance of a master catalog file in computerized, manual, and published forms; management of personal property inventories ranging throughout the Federal classification system and management of the Supply Management Branch (SMB) portion of the stock funds for Headquarters procurement.

3. DELEGATION OF AUTHORITY

The delegation of authorities to the Chief, SMB is contained in reference (b).

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SUPPLY DIVISION INSTRUCTION  
NO. 45-74SDI 45-74  
(Revised)

## 4. LIAISON

Maintain liaison and intercommunication with:

- a. Elements of the Department of Defense and U. S. Government civilian agencies, bureaus, and departments on matters pertaining to supply management and cataloging functions.
- b. Security Staff, OL, on matters pertaining to clearances for certain supply management and cataloging personnel in other Government agencies.
- c. Defense Logistical Support Center (DLSC) and General Services Administration (GSA) on matters pertaining to materiel identification, assignment of stock numbers, and the Federal Catalog Program.
- d. Cognizant technical offices regarding preferred items, management control of specialized equipment, purification of stock, and identification of equipment by type and source.
- e. U. S. Government elements to obtain reference materiel, such as Public Laws; regulations; handbooks; and commercial manufacturers for catalogs, brochures, and price guides.

## 5. RESPONSIBILITY

- a. Establish stock levels and review points for Agency stock items.
- b. Assign materiel classification codes and other management codes consistent with Supply Division policy.
- c. Establish economic order quantity tables to include variable safety stock factors.

SUPPLY DIVISION INSTRUCTION  
NO. 45-74

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(Revised)

- d. Initiate requisitions for stock replenishment.

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f. Review all requisitions to determine stock numbers, nomenclatures, suitability, substitutability, availability, and source of supply, and technically approve each accordingly.

g. Schedule requisitions for depot and/or procurement action to meet deadline.

h. Prepare monthly financial analysis reports of the Forms Procurement Account.

i. Prepare excess property lists for circulation throughout the Agency and review excess materiel listings prepared by other Government agencies to determine requirements and ensure maximum utilization of property.

j. Review stock status reports for the purpose of purifying stocked items.

k. Maintain three item identification card files--one by physical characteristics, arranged alphabetically, and in FIIN; the second by Agency stock number, arranged numerically; and the third by Federal stock number, arranged numerically.

l. Identify materiel and assign stock numbers (interim or Federal as appropriate).

m. Initiate requests to DLSC for item identification and stock number research (prescreen).

n. Initiate requests to GSA for assignment of Federal stock numbers.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-74

SDI 45-74  
(Revised)

o. Identify materiel and assign stock numbers for materiel requisitioned, turned in, and reported as excess.

p. Provide data for and publish an Agency Supply Catalog and supplements thereto.

q. Maintain a reference library of Public Laws; GSA regulations; military field manuals; and manufacturers catalogs, brochures, and price guides.

r. Establish fixed prices for inventory items and publish such prices.

6. ORGANIZATION

For the accomplishment of its mission and responsibilities, the branch has five sections; namely:

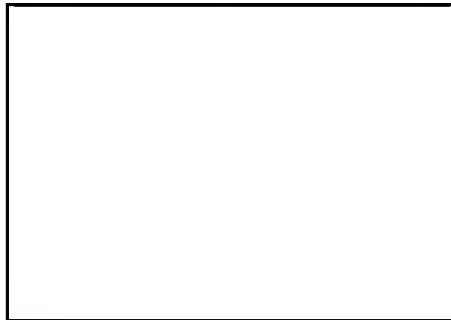
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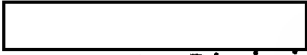


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7. GENERAL

The Chief, SMB will ensure that all inclusive internal procedural instructions are prepared for use as functional guidelines within each section.

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Chief, Supply Division, OL

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CHIEF, SUPPLY MANAGEMENT BRANCH

I Duties and Responsibilities

The Chief, Supply Management Branch (SMB), under the direction of the Chief, Supply Division, is responsible for the supervision and guidance of personnel engaged in:

1. Managing and controlling distribution of Agency stock inventories to:

- a. Ensure balance of supply with demand.
- b. Provide stockage of items against new requirements including those for planned projects.
- c. Achieve optimum economy with respect to utilization of inventory budgets and property procurement allotments (PPA).

2. Maintaining accountable stock records for all classes of materiel in stock, such records reflecting balances on hand, 25X1A prices, locations,  condition codes and allocations as applicable.

3. Maintaining and developing information for special stock status reports which reflect item availability, sterility, price, location, condition, degree of activity, i.e., repetitive, slow-moving, dormant.

4. Determining, maintaining and revising, as required, stock levels based on:

- a. Developing and refining historical (usage) data which produces demand factors.

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- b. Specified project allowances.
  - c. Identifying new requirements.
  - d. Stockage of valid strategic allocations.
5. Identifying and taking action to dispose of stocked items which have become obsolescent or excess/surplus to Agency requirements.
6. Maintaining an active and comprehensive interface with other Government agencies, e.g., Department of Defense, General Services Administration, etc., in:
  - a. Developing for Agency use the latest techniques applicable to supply and inventory management.
  - b. Disposing of excess/surplus or obsolete property.
  - c. Researching pattern descriptions, nomenclatures, stock numbers, and identifying new items or items in the Federal system.
  - d. Developing criteria to ensure compatibility between the Agency ADP system and ADP systems used by other agencies in the fields of inventory management and catalog publications.
7. Screening requirements against Agency assets and excess listings from other Government agencies covering materiel available on a no-cost basis to acquire and direct distribution of stocks to best sustain Agency operations as economically as possible.

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8. Developing and implementing control mechanisms for management of inventory investment and to control stocks of critical or special items.

9. Developing the inventory budget for and administering the property procurement allotment for logistics cognizant items and the administrative stock account. Establishing controls to determine rates of expenditure, assure sound financial control and adequacy of funds to sustain operations.

10. Determining the requirements for and initiating stock replenishment requisition actions. The C/SMB is the approving authority for single requisition replenishment actions up to \$50,000 and may redelegate this authority to item managers not to exceed \$25,000 for each requisition.

11. Collaborating in and implementing policies and procedures to correct system deficiencies and to effect improvement in supply management operations.

12. Receiving, screening and editing of requisitions received  to determine accuracy, 25X1A  
completeness, item identification, item substitution if necessary and source of supply, i.e., from depot stocks or by purchase action. In connection therewith, determining dates for completion of procurement action, depot processing and turnover to Freight Traffic Branch for scheduling of shipment to meet required delivery date.

13. Performing staff and analytical studies and monitoring special projects as assigned by the Chief, Supply Division.

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CHIEF, ANALYTICAL SECTION  
SUPPLY MANAGEMENT BRANCH (SMB)

I. Duties and Responsibilities:

1. Serves as the Acting Chief, SMB during any absence of the Chief, and is responsible for overall direction of the branch functions and personnel during these periods.

2. In his dual capacity as Deputy Chief, SMB, monitors branch activities to ensure that all sections are meeting performance requirements, and assists with the supervision of branch personnel.

3. Developing and refining external and internal supply management programs and maintaining interface with the Data Access Center and the Supply Division (SD) ADP focal point on all matters relating to supply management requirements and inventory and requisition control in connection with the automated inventory management system.

4. Researching necessary data and preparing staff and analytical studies, financial control and other reports on a periodic basis and as especially assigned by the Chief, SD.

5. Serving as the primary branch liaison contact with other Government agencies and with firms in the private sector for the purpose of:

a. Studying and evaluating supply management trends and systems to determine what applications can be made to improve the Agency system.

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b. Providing an effective interface with other Government agencies such as GSA, DSA, etc., in terms of materiel standardization and intra-agency logistics/supply planning.

c. Disposing of excess/surplus or obsolete property.

6. Serving as the accountable officer and supervising and employing a system of checks and controls in maintaining and guaranteeing the integrity of the accountable stock records.

7. Developing, evaluating, and implementing internal policies and operating procedures relating to supply and inventory management, and coordinating implementing actions with other OL components.

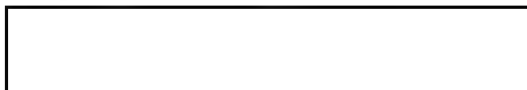
8. Maintaining a constant overview of expenditure rates against inventory budgets and property procurement allotments, furnishing explanations as to rates which do not coincide with prorated estimates, making the required adjustments, or in some cases recommending courses of action to bring the expenditures into line and to avoid exceeding money limitations.

9. Forecasting of requirements for OL cognizant items and assisting with similar forecasts for items under the technical cognizance of other offices where required. In this connection, making recommendations to appropriate technical offices with respect to materiel standardization programs to economize and hold inventory levels at the lowest possible point.

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SUPPLY MANAGEMENT BRANCH

I. Duties and Responsibilities:

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1.  under the general direction and guidance of the Chief, Supply Management Branch, is responsible for managing depot inventories of all items in the commodity classes assigned to the section, and the supervision of section personnel and functions to ensure complete control over these commodities with respect to the issue, replenishment and maintenance of required levels of section cognizant items.

2. Coordinating and directing the efforts of the commodity "team" to provide:

a. Timely screening, item identification and processing of customer requisitions to meet deadlines and avoid backlogs.

b. Prompt editing of supply documentation and accurate posting of supply actions.

c. Proper mix of duties and interface between section members in assuring full coverage of all functions and free exchange of information in the work process, i.e., maintaining the work integrity of the section in promoting the team concept.

d. Rapid and accurate identification of line item replenishment needs, obsolete or excess/surplus materiel, level and reorder point adjustments and disposal actions.

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3. Reviewing recommendations by stock analysts to determine validity of and authorize:

a. Substantial or unusual level and reorder point changes.

b. Declarations of property as obsolete, excess or surplus.

c. Redistribution of stocks.

d. Introduction of new items into the supply system based on repetitive purchase actions or cognizant office requests.

4. Approving stock replenishment and customer requisitions not to exceed \$25,000 per requisition. Replenishments in excess of that amount will be referred to C/SMB for higher approval.

5. Reviewing status reports listing slow moving and inactive items and taking action to effect disposition of such items.

6. Resolving conflicts of interest with Agency technical and/or cognizant offices concerning compliance with supply management procedures by means of conferences and negotiations with interested parties.

7. Developing requirements criteria relating to selection and retrieval of inventory management information from the ADP system. In connection therewith, supervising the use and refinement of tools and management codes involving application of the ADP to permit maximum utilization and efficiency of the system.

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8. Establishing and maintaining a materiel standardization program in coordination with appropriate technical offices and other OL components to reduce the number of inventory items to the lowest possible point. This involves:

a. Reviewing analyses on non-technical stock items to determine extent of common usage.

b. Assessment of stocked items to determine if, because of price, related overhead costs and other factors, the items should be purged from the system and identified as items to be contracted out for direct delivery to users.

c. Based on reports from the analyst, other Government agencies and technical offices, taking action to reclassify items as limited standard, obsolete or as candidates for disposal.

9. Developing criteria and policy for pricing of inventory items based on replacement costs and reviewing the periodic re-evaluation of the inventory to ensure adherence to pricing policy, accuracy of computations and to make such price adjustments as are necessary.

10. Directly supervising actions of the stock editor and the catalog item identifier in maintaining the accountable stock records, i.e., the stock status report reflecting balances on hand, prices, locations, sterility and condition codes and allocations, and other supplementary reports.

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11. Screening requirements against Agency assets and excess listings provided by other Government agencies applicable to materiel available on a no-cost basis to acquire excess items needed for valid requirements and to direct delivery and/or redistribution of stocks to sustain operations as economically as is possible.

12. Preparing for higher approval and implementing policies and procedures to correct inventory management systems deficiencies and to improve supply operations.

13. Assisting in the development of the inventory budget and administering the property procurement allotment for logistics cognizant items within the commodities managed by the section.

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SUPPLY MANAGEMENT BRANCH

I Duties and Responsibilities

1. Serving as the  during the absence of the manager and being responsible for overall section management and supervision over section personnel and functions during these periods.

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2. Analyzing stock status, procurement activity and management reports, and from these periodic overviews, preparing analyses recommending:

a. Substantial or unusual changes in stock levels caused by added or decreasing requirements, large "one-time" issues, substitutions and the like.

b. Declaration of items as obsolete, or excess/surplus to the Agency system.

c. Introductions of new items for stock based on repetitive purchase actions, trends and cognizant office requests.

3. Initiating stock replenishment requisitions for section cognizant items based on analysis and/or shortage reports.

4. Resolving problems concerning the receipt, inspection, and delivery to stock of materiel received as the result of replenishment requisitions.

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5. Reviewing status reports listing slow-moving and inactive items and recommending action to effect disposition of such items.

6. Assisting with the development of requirements criteria relating to selection and retrieval of inventory management information from the ADP system. In connection therewith, using and refining the tools and management codes involving application of the ADP to permit maximum utilization and efficiency of the system.

7. Recommending approval of and maintaining a materiel standardization program in coordination with appropriate technical offices and other OL components to reduce the number of inventory items to the lowest possible point. This involves:

a. Preparing analyses on non-technical stock items to determine extent of common usage.

b. Assessment of stocked items to determine if, because of price, related overhead costs and other factors, the items should be purged from the system and identified as items to be contracted-out for direct delivery to users.

c. Based on reports from other Government agencies, and technical offices developing reports recommending action to reclassify items as limited standard, obsolete or as candidates for disposal.

8. By analysis, assisting with developing criteria and policy for pricing of inventory items based on replacement costs and reviewing the periodic re-evaluation of the inventory to

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9. Assisting with the direct supervision actions and efforts of the stock editor and the catalog item identifier in maintaining the accountable stock records, i.e., the stock status report reflecting balances on hand, prices, locations, sterility and condition codes and allocations, and other supplementary reports.

10. Initially screening requirements against Agency assets and excess listings provided by other Government agencies applicable to materiel available on a no-cost basis, and recommending acquisition of excess items needed for valid requirements and/or direct delivery and/or redistribution of stocks to sustain operations as economically as is possible.

11. Preparing for higher approval and implementing policies and procedures to correct inventory management systems deficiencies and to improve supply operations.

12. Assisting in the development of the inventory budget for administering the property procurement allotment for logistics cognizant items within the commodities managed by the section.

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SUPPLY SPECIALIST  
  
SUPPLY MANAGEMENT BRANCH

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I Duties and Responsibilities

1. Screening all customer requisitions, property turn-ins, and receiving documents processed by the section to ensure that stock numbers reflected are correct and the items listed are properly identified, i.e., nomenclatures are clear and have sufficient technical content to ensure accuracy and obviate errors.

2. Maintaining and researching all available supply catalog reference materials, including those provided by other Government agencies (GSA, DSA, etc.) and by commercial sources in the process of item identification to verify and/or determine correct stock numbers, units of issue, prices and pattern descriptions.

3. Assisting the  manager and analyst to properly identify items listed on the stock status and other programmed reports.

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4. Developing information concerning the cross-referencing of manufacturers part numbers to numbering systems used by the Federal Government, and keeping the catalog section appraised of such information as it becomes available.

5. Changing or assigning stock numbers for items listed on customer or replenishment requisitions as follows:

a. Temporary or "WASH" numbers to items which will have limited, if any, future transactions and which do not require catalog action.

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- b. Federal numbers to items identified as belonging within the Federal systems.
6. Conducting liaison with the catalog section to obtain Agency stock numbers for new non-expendable customer or stock items not within the Federal system.
7. Determining by item identification the sources of supply, i.e., stock or purchase actions.
8. Assisting the catalog section by preparing interim description information for new items based on research information available. Such information is forwarded to the catalog section with each request for a stock number.
9. Conducting liaison with customer activities in verifying or clarifying exact requirements for items and in researching and suggesting possible item substitutions.
10. Performing the following stock editing functions during the absence of the section stock editor:
  - a. Screening of requisitions to ensure accuracy, completeness and processing to meet required deadlines.
  - b. Prompt and accurate editing and posting of supply documentation controlling the receipt, issue and distribution of stocks.
  - c. Preparing computer coding data sheets for ADP input.
  - d. Maintaining the status reports and accountable stock records on an up-to-date basis.
  - e. Scheduling the issue of materiel from the depots.

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SUPPLY ASSISTANT

SUPPLY MANAGEMENT BRANCH

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I Duties and Responsibilities

1. Screening of requisitions to determine that they are properly authenticated, that the cost codes used are valid, the contents, including [ ] required, are complete and accurate enough to warrant processing.

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2. Coordinating with customer activities and other OL components as to the practicality of deadline delivery requirements, making necessary adjustments thereto and scheduling all processing to meet customer deadlines.

3. Processing of requisitions for supply action to:

a. Determine if items are available from stock or require procurement action, i.e., military or commercial sources.

b. Approve (or request approval as appropriate) issue of luxury or controlled items.

c. Check due-ins against requirements and establish such back orders (due-outs) as may be necessary.

d. Examine possibility of substitutions and recommend to customer activities as to availability and suitability of substitutions.

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4. Editing of requisitions, property turn-ins, receiving documents and reports of inventory adjustment to indicate type of actions to be taken and preparing coding documents in accordance with financial accounting and ADP procedures to reflect such information on the stock status, accountable records and other programmed supply reports. Editing and coding actions will include making decisions with regard to:

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a. Correctness of stock numbers and nomenclatures.

b.  requirements and related factors.

c. Price changes and extended unit prices.

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d.

e. Condition of stock.

f. Allocations, if applicable.

g. Quantities to be received, adjusted, issued and/or back ordered. 25X1A

5. Recommending to the  that items, based on repetitive procurement actions, unit and overhead costs, and other factors, be replenished, deleted from or added to the supply system.

6. Maintaining the accountable stock records by preparing coding documents to reflect proper debit and credit entries concerning receipt, issue and disposal of supplies and equipment.

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7. Alerting the  and/or analyst of excessive requirements which will deplete stocks below safety levels, and in such cases, contacting customers involved to negotiate partial shipments, substitutes or both.

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8. Requesting spot inventories when warehouse refusals indicate that the balance of stock on hand does not agree with the accountable records.

9. Performing the functions of the item identifier in re-searching and assigning stock numbers, correcting nomenclatures, determining proper item identification, and coordinating with the  to obtain stock numbers for items not in the Federal system during the absences of the item identifier.

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TAB



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ATTACHMENT 9

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### OPERATIONS SUPPORT BRANCH

The functions of the Operations Support Branch are as follows:

1. Functionally review and analyze existing policies and procedures applicable to operation of the Agency supply system to maintain supply discipline and system integrity, and to take corrective action to eliminate deficiencies and to improve the system as required.

2. Perform extensive liaison with all Supply Division (SD) elements and with other operating components to determine effectiveness of the supply system.



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4. Prepare and submit annual budget estimates for the SD, [redacted] and for the forms procurement account.

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5. Implement and install functional changes and/or revised supply systems in support of approved policies, procedures and operations.

6. Maintain liaison with and [redacted] other Headquarters components and [redacted] to render support, technical assistance, tactical advice and to assure that operation of the supply system provides effective service and meets operational requirements.

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7. Monitor and direct supply action for projects which require special handling and extensive coordination with other Agency components.

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8. Develop and administer management tools for evaluating divisional and system effectiveness such as activity reports, control mechanisms, work measurement programs and those statistical analyses as may be required.

9. Review and make recommendations as to implementing actions required concerning information and directives received from higher authority which have an important bearing on existing policies, procedures and operations.

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14. Perform staff studies and special assignments concerning supply support programs as required by the Chief, SD, or his Deputy.

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15. Maintain  inventory of Agency motor vehicle assets and tables of vehicular allowances.

16. Maintain Headquarters Property-In-Use (6805) account.

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S E C R E T

17. Manage the stock procurement funds of the Property Procurement Allotment (PPA) for all Headquarters commitments.

18. Collaborate with other Agency components to establish and update strategic reserve stocks.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-74

SDI 45-75  
(Revised)

OPERATIONS SUPPORT BRANCH

- References: (a) Logistics Instruction (LI) 1-5, Mission, Functions, and Delegations of Authority to Supply Division
- (b) Supply Division Instruction (SDI) 1-4, Delegation of Authorities to Supply Division Officials

Recission: (a) Supply Division Instruction (SDI) 45-75.  
dtd 23 May 68

1. PURPOSE

This instruction promulgates the policy and responsibilities set forth in the references. It pertains to the mission, delegation of authority, and responsibilities concerning functional review of supply support programs, rendering supply advice and technical assistance on a [redacted] and maintaining records of Agency vehicular assets. 25X1A

2. MISSION

- a. To develop and install approved procedural guidelines and policies for effective operation of the Supply Division (SD).

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- c. Conduct functional analyses and furnish data for operational reports, briefings, and activity and materiel assets reports.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-75

SDI 45-75  
(Revised)

d. Develop and maintain SD organic budget.

e. Control Agency motor vehicle assets.

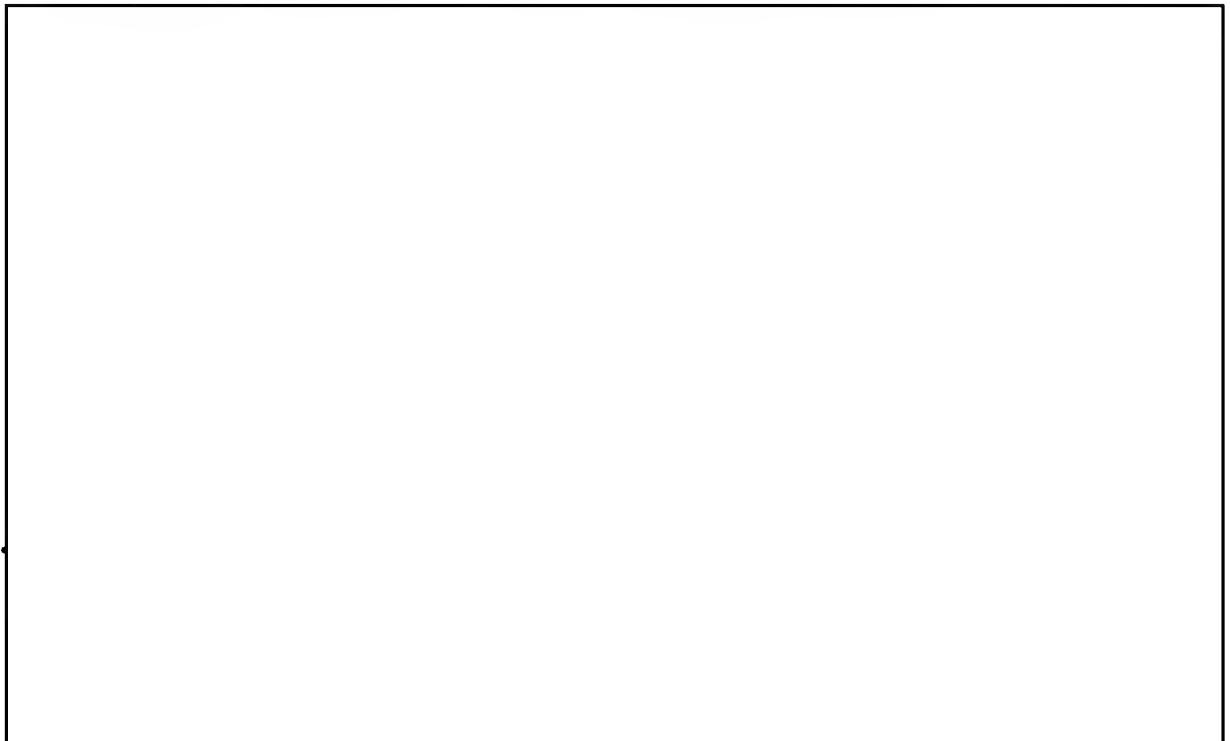
3. DELEGATION OF AUTHORITY

The Chief, Operations Support Branch (OSB), or in his absence the Deputy Chief, is delegated the following authority:

a. Approve for procurement action or release from stock, customer requisitions for motor vehicles submitted in compliance with authorized Table of Vehicular Allowances.

4. LIAISON

Maintain liaison and intercommunication with:



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5.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-75

SDI 45-75  
(Revised)

- b. Publish new, consolidate, revise, and/or rescind, as appropriate, SDI's and Notices. Such publications are for the delineation and implementation of Agency regulations and directives of the Director of Logistics (D/L).
- c. Provide guidance to Headquarters  activities in conjunction with the Office of Finance on matters related to Financial Property Accounting.
- d. Furnish, as required, supply operational and materiel assets reports.
- e. Review and prepare a summary of SD branch and depot weekly "Activity Logs" for D/L and consolidate branch and depot "Monthly Operations Reports" for SD operations.
- f. Conduct staff studies as directed by the Chief, SD.
- g. Maintain and monitor consolidated TVA's (CTVA).
- h. Ensure that vehicles requested are within an authorized CTVA, and the criteria for the replacement and disposal of motor vehicles are met.
- i. Maintain a master motor vehicle (MV) identification number register and assign a MV number to each Agency-owned vehicle; establish and maintain a historical record for each vehicle assigned a MV number.
- j. Audit voucher registers and files and SD imprest funds.
- k. Provide technical assistance and advice to Headquarters components,
- l. Develop and maintain SD and depot organic budgets.

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SDI 45-75  
(Revised)

## 6. ORGANIZATION

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a.

b.

C.

## 7. GENERAL

Chief, OSB will ensure that necessary internal procedural instructions are prepared for use as functional guidelines within each section. Such instructions are to be made a supplement to this instruction.

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Chief, Supply Division, OL

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CHIEF, OPERATIONS SUPPORT BRANCH

I. Duties and Responsibilities:

The Chief, Operations Support Branch, under the general direction of the Chief, Supply Division, is responsible for the supervision and guidance of personnel engaged in:

1. Periodic internal review and functional analyses of Supply Division (SD) operating elements, including depot activities, to determine that systems employed are creating maximum efficiency and productivity, and to ensure compliance with existing policies, regulations and procedures.

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6. Review the ADP listing for the 6805 property-in-use account to determine if there are any significant changes in dollar value. Review is conducted on a monthly basis.

7. Analyzing feeder reports submitted by SD elements and preparing the divisional reports for ultimate submission to the Director of Logistics.

8. Researching and justifying the requirements for and the preparation of the SD annual organic budget and analyzing budget performance on a monthly basis for compliance with the procurement plan and rate of obligations; reprogramming of budget items as necessary.

9. Preparing statistical and other required reports and briefing materiels concerning subjects such as special project status, property procurement allotment, vehicles, space utilization, SD objectives, management improvement review (OMB), work measurement programs, etc.

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10. Acting as SD focal point in coordination on ADP matters with the Office of Joint Computer Services and OL components, and furnishing technical advice and guidance to the Chief, SD, and other SD elements concerning ADP requirements and procedures as they apply to SD.

11. Evaluating employee suggestions forwarded to SD for action; coordinating actions to be taken with appropriate SD elements.

12. Establish and monitor training programs for SD personnel and for personnel temporarily assigned to the SD for orientation.

13. Maintaining SD history on a current basis.

14. Maintaining accountable records for the SD as the accountable officer for the SD 7813 account.

15. Establishing controls over and administering the stock portion of the property procurement allotment (PPA) for the Office of Logistics in order to determine rates of expenditure, insure sound financial control and adequacy of funds to sustain operations.

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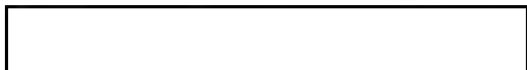
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Operations Support Branch (OSB)

I. Duties and Responsibilities:

Under the general direction of the Chief, OSB, the Chief,

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 is responsible for:

1. Preparation of the Supply division (SD) organic budget which includes verification and justification of item need as submitted by Headquarters operating elements and the depots. The budget also includes the forms, STA and inventory repair accounts.
2. Developing organic budget oriented procurement plans for each SD element, analyzing the organic budget on a monthly basis to determine compliance with the plans and with the approved obligation rate. Reprogramming the budget as needed and justified.
3. Obtaining and reviewing the quarterly input from all SD elements concerning the OMB, Circular A-44 Management Improvement Review Program and preparing for the SD the revised reports commensurate with existing instructions.
4. Receiving and reviewing daily, weekly and monthly feeder reports for all SD elements for purpose of selecting information for inclusion in the Divisional reports. Preparing Divisional reports for submission to the Director of Logistics (D/L) and such staff studies as may be required.

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5. Preparing annually or as required all briefing materials for Divisional presentation, to include statistics from all depots and branches concerning programs, budgets, property procurement allotment, personnel, space layout and design, stock on hand, vehicles, work measurement and activity statistics and special projects.

6. Developing objectives and action plans to evaluate productivity and accomplish the objectives. Preparing bimonthly reports as to progress or shortfall on objective actions plans.

7. Controlling Agency vehicular assets and maintaining tables

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a. Determining that Agency components are within their CTVA's.

b. Controlling and assigning motor vehicle numbers.

c. Assuring proper documentation is maintained from receipt to disposal of each vehicle.

d. Verifying and amending CTVA's to reflect authorized changes.

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8. Coordinating input from affected elements and preparing evaluations of employee suggestions.

9. Preparing SD schedules for training of personnel temporarily assigned to the Division for orientation purposes, and coordinating such training with Divisional elements.

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10. Establishing training requirements and programs for SD personnel, recommending individual assignments to a school or program, and coordinating with Offices of Personnel and Training representatives in connection with course availability, enrollment, etc.

11. Serving as the focal point of contact within SD for liaison with the Office of Joint Computer Support and other OL components with respect to ADP procedures and SD ADP systems requirements.

12. Furnishing technical guidance and assistance to Divisional elements on matters related to ADP requirements and procedures as they apply to SD.

13. Establishing controls over and administering the stock portion of the property procurement allotment (PPA) for the Office of Logistics in order to determine rates of expenditure, insure sound financial control and adequacy of funds to sustain operations.

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OPERATIONS SUPPORT BRANCH (OSB)

I. Duties and Responsibilities:

1. Serves as Acting Chief, OSB, during any absence of the Branch Chief and is responsible for overall management and the supervision over Branch personnel and functions during these periods.

2. As the Deputy Chief, OSB, assigns work schedules and monitors Branch activities to ensure that the sections are meeting performance requirements. Assists in supervising personnel in all sections.

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11. Furnishes technical advice and assistance to DD/O operating and staff elements concerning development and revisions to current project requirements and long-range strategic reserve requirements. Specifically advises on stock levels, allowances for test samples, shelf life, substitutability of items, availability through domestic and foreign manufacturers, etc. Provides technical advice to R&D elements of Technical Services Staff concerning the development or modification of

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### INTERDEPARTMENTAL SUPPORT BRANCH

The functions of the Interdepartmental Support Branch are as follows:

1. Review stock replenishment and customer requisitions to select proper interdepartmental sources and initiate action to acquire desired materiel by use of MILSTRIP, FEDSTRIP, Military Interdepartmental Purchase Request (MIPR), or letter requests as appropriate.
2. At the request of Central Control and Distribution Branch (CCDB), make necessary followups to determine supply and/or shipping status of materiel ordered from interdepartmental sources..
3. Submit requests and transfer funds to other U. S. Government agencies for research and development contracts and for technical and logistical support.
4. Process and maintain records of all transactions applicable to:
  - a. Sale of equipment or materiel to another U. S. Government agency.
  - b. Loan of equipment or materiel to another U. S. Government agency.
  - c. Acquisition on a loan basis of equipment or materiel from another U. S. Government agency.
5. Registration and licensing of motor vehicles obtained from interdepartmental or commercial sources.
6. Maintain liaison with the Office of the Joint Chiefs of Staff, Department of Defense, General Services Administration, Department of State, and other interdepartmental agencies on matters concerning routine logistical support to the Agency.
7. Maintain close and continuing liaison with other Supply Division (SD) elements and Logistics components to provide for a coordinated and efficient supply support operation, and specifically with:

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- a. Supply Management Branch, SD, concerning processing of stock replenishment requisitions.
  - b. CCDB with respect to follow-up status queries and resolving consequential discrepancies.
  - c. Operations Support Branch, SD, concerning acquisition of vehicles authorized by tables of vehicular allowances.
  - d. Motor Pool Branch, Logistics Services Division, to request pickup and/or delivery of vehicles.
8. Process discrepancy reports received from CCDB and resolve discrepancies resulting from receipt of materiel from interdepartmental sources.
9. Coordinate with the Office of Finance (OF/AD/L) in matters relating to payment of billings and transfers of funds to other U. S. Government agencies.
10. Prepare and submit requests for amended billings involving consequential discrepancies.

SUPPLY DIVISION INSTRUCTION  
NO. 45-93

SDI 45-93

INTERDEPARTMENTAL SUPPORT BRANCH

REFERENCE: (a) Supply Division Instruction (SDI) 45-71 -  
Receiving Discrepancy Reporting and  
Processing Procedures

RECISSION: (a) Supply Division Instruction (SDI) 45-64 -  
(Revised) - Interdepartment Support -  
MILSTRIP, FEDSTRIP and Letter Request  
Requisitioning and Billing Adjustments  
dtd 7 Feb 68

1. PURPOSE

25X1A This instruction promulgates the policy and responsibilities applicable to the acquisition of materiel and/or services from elements of the Department of Defense (DOD), General Services Administration (GSA), National Security Agency (NSA), and other agencies, bureaus, and departments of the U. S. Government, and billing adjustments through the Interdepartmental Support Branch (IDSB). It does not apply to actions initiated by the [ ] for which authorities and responsibilities are published in separate SDI's.

2. POLICY

a. Logistical support will be as outlined in the instructions listed below and through mutual understandings with other elements of the U. S. Government.

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b. Requisitioning, the resolution of discrepancies, and requests for billing adjustments shall conform to the policy and procedures of the supplying activity.

3. LIAISON

a. IDSB is responsible for liaison through established channels with DOD and Federal civilian agencies on matters of materiel support.

b. Plans and Programs Staff/OL is responsible for liaison on matters affecting materiel support policy by DOD and establishing DOD contacts and channels.

c. Security Staff/OL is responsible for liaison on matters pertaining to clearances for manufacturers to be awarded contracts by other U. S. Government elements on behalf of the Agency.

4. RESPONSIBILITIES

IDSB is responsible for:

a. Intercommunications with U. S. Government elements in all matters pertaining to materiel support and/or services.

b. Submitting requisitions, e.g., DD Forms 1348, 1348m, 1348-4, 448, and letter requests supplemented with Organization Form 2216 as appropriate.

c. Requesting data not immediately available in standard catalogs and publications, e.g., technical, availability, and price information.

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- d. Reordering and cancelling to the satisfaction of the requisitioning office, items lost in transit, found to be erroneous, damaged or defective at the time of or subsequent to delivery.
- e. Submitting requests for billing adjustments involving consequential discrepancies and advising the Office of Finance (OF) of such actions.
- f. Appealing adverse decisions to requests for billing adjustments. Appeals will be made at the discretion of the Chief, Supply Division and submitted to the comptroller of the supply activity through OF.
- g. Furnishing receiving activities, requisitioning offices, and Budget & Fiscal Branch/OL, copies of Organization requisition Forms 2216 and letter requests, including those for cancellations and reordered items.
- h. Furnishing receiving activities receiving reports (9 part) Organization Form 2216a for each order placed with U. S. Government supply activities.
- i. Furnishing receiving activities a daily listing of Government order numbers (Julian date, serial number, etc.) cross-referenced to the Organization assigned voucher number.
- j. Advising receiving activities through the Central Control and Distribution Branch (CCDB) of action to be taken when materiel received is discrepant.
- k. Furnishing receiving activities Form 1348-1 (shipping document) when discrepant materiel is to be redelivered to the supplier.
- l. Requesting rent for use of U. S. Government facilities for contractors.



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n. Submitting requests and transferring funds to U. S. Government elements for research and development contracts, technical studies at universities and routine logistical support.

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5. PROCEDURES

a. Internal procedural instructions necessary for the implementation of this SDI are to be prepared by IDSB. Such instructions are to contain guidelines for:

- (1) Preparing, distributing and filing of documentation and reports.
- (2) Providing receiving activities with feeder data for identifying incoming shipments.
- (3) Advising depots of action to be taken in connection with consequential discrepancies per Reference (a).
- (4) Contacting U. S. Government activities on matters related to materiel support and/or services.
- (5) Preparing requests for amended billings: appealing adverse decision to such requests.

b. Reference Material:

- (1) DOD Operating Manual, Military Standard Requisitioning and Issue Procedure, (short title, MILSTRIP)  
DOD 4140. 17-M.

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(2) GSA Federal Standard Requisitioning and Issue Procedures, (short title, FEDSTRIP) Handbook 101.-26.2.

(3) "Issue of Supplies and Equipment, Headquarters, Department of Army," AR 725-50.

(4) Bureau of Supplies and Accounts (BUSANDA) Operating Handbook NAVSTRIP, NAVSANDA Publication 408.

(5) Air Force Manual (AFM) 67-1, Part 4, Headquarters USAF, Washington, D. C.

(6) Defense Supply Agency, Headquarters, "Outline Procedures for Amended Billings to Defense Stock Fund Customers Under Specific Conditions," DSAR 7420.2.

6. ORGANIZATION

To accomplish its mission and function, the IDSB structure has the below listed sections;

- a. Military Liaison Section
- b. Civilian Liaison Section

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Chief, Supply Division, OL

Distribution:

E plus 5 cyc IDSB (additional)

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5. Requisitioning or procuring of supplies and equipment from source agencies using the ADP FEDSTRIP (GSA) and MILSTRIP (DSA) formats, such acquisitions to include prior determination of proper sources, the issue priority involved in each case and the MILSTRIP transportation requirements if applicable.

6. Receiving requirements for and processing of sales or loans of property to other Government agencies, and arranging for acquisition of equipment or materiel from another Government agency on a loan basis.

7. Submitting requests and transferring funds to other U. S. Government agencies for research and development contracts and for technical and logistical support services.

8. Processing of discrepancy reports received from the Central Control and Distribution Branch, Supply Division (CCDB/SD) and resolving consequential discrepancies resulting from receipt of materiel from inter-departmental sources by negotiation with cleared contacts.

9. Checking with inter-departmental sources on the supply and/or transportation status of items requisitioned, and advising CCDB or customer activities as appropriate as to the results.

10. Furnishing technical guidance to Agency components and other SD elements in resolving problems relating to item identification, priorities, and action sources in obtaining experimental, non-stock or unusual items.

11. Registering and licensing of motor vehicles obtained from inter-departmental and commercial sources.

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12. Coordinating with the Office of Finance (OF/AD/L) on matters relating to payment of billings and transfers of funds to other U. S. Government agencies.

13. Maintaining a close and continuous liaison with Logistics and SD elements in providing an efficient supply support operation.

14. The Chief, IDSB, has the delegated authority to approve requisition and other actions up to \$50,000. Actions with a cost exceeding this figure are referred to Chief, SD, for approval.

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## CENTRAL CONTROL AND DISTRIBUTION BRANCH

The functions of the Central Control and Distribution Branch are as follows:

1. Serves as a central control center to receive, process and take appropriate action on:
  - a. All incoming requisitions and property turn-ins received from domestic and field activities.
  - b. All requests, telephonic or written, concerning status or other information related to items ordered or turned in.
2. Maintain master voucher and document control logs for all requisitions and other supply documentation received.
3. Review all incoming requisitions, including cable and dispatch requests, for accuracy of content, sterility required, cost data and completeness and prepare requisitions in proper format for  requests as required.
4. Perform a modified follow-up and expedite by exception action on items requisitioned using the guidelines listed below:
  - a. Follow-up and expedite action will be used for all requisitions when items requested are:
    - (1) Required for clandestine operations on a short deadline basis.
    - (4) Urgently required medical items.
    - (5) Perishable or have characteristics that require special handling.
    - (6) Administrative items wherein expedite delivery is politic.

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b. Requisitions that are for stock, or are routine by nature will not receive a special or automatic follow-up and expedite servicing.

c. A follow-up action will be made on any requisition upon specific request, oral or written, by a customer activity.

6. Conduct follow-up on requisition and item status with Supply Division (SD) and Procurement Division (PD) components to determine status of customer requisitions.

7. Advise customers as to requisition status telephonically or by using standardized format (Form 1598) on automatic followups as listed above, or when responding to a direct query for information. Prepare cable or dispatch advices when required.

8. Upon notification of consequential discrepancies by SD depots or customer activities, advise the concerned PD component or Interdepartmental Support Branch as applicable, setting forth in writing full details as to overages, shortages, damages, estimated costs and carrier liability (if any ascertained), and follow up to ensure that all discrepancies are satisfactorily resolved.

9. Maintain liaison with customer activities on matters concerning funds certifications (PRA or PPA), rescheduling of priority deadlines, item substitutions and preferred methods of shipment.

10. Reproduce and distribute action and information copies of all requisitions, property turn-ins and other supply documentation.

11. Maintain master voucher files on current basis.

12. Record receiving and shipment information for ADP system through use of machine terminals.



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SUPPLY DIVISION INSTRUCTION  
NO. 45-62

SDI 45-62  
(Revised)

CENTRAL CONTROL AND DISTRIBUTION BRANCH

References: (a) Logistics Instruction (LI) 1-5  
(b) Supply Division Instruction (SDI) 45-71  
Recissions: (a) Supply Division Instruction (SDI) 45-62  
dtd 16 May 72

1. PURPOSE

To establish policy, responsibilities, and redelegate certain authorities set forth in the references. It pertains to the processing of requisitions, expedite and follow-up procedures, coordinate action taken on consequential discrepancies, voucher and document control and distribution and maintaining the master voucher files.

2. MISSION

To serve as the focal point for the receipt and processing of requisitions, furnishing status information in connection therewith, and maintaining an appropriate follow-up system.

3. DELEGATION OF AUTHORITY

The Chief, Central Control and Distribution Branch (OL/SD/CCDB) is delegated the authority to approve customer requisitions for nonstock items, except airborne and ordnance, in an amount not in excess of \$50,000.

4. LIAISON

Maintain liaison with intra-Agency requisitioning and technical offices on matters involving approvals, funds, priorities, substitutions, and preferred methods of shipment.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-62SDI 45-62  
(Revised)

## 5. RESPONSIBILITIES

- a. Maintain voucher and document control registers and assign voucher and control numbers for requisitions processed by the Supply Division (SD).
- b. Ensure that all requisitions bear appropriate signatures.
- c. Forward requisitions to Supply Management Branch for review and source determination.
- d. Screen all requests specifying shipment by pouch to ensure compliance with the provisions of [ ] "Dispatch and Pouch Procedures." The pouching of non-sensitive and unclassified supplies and equipment is prohibited except in those instances where no other method of shipment is available. Exceptions shall be referred to the originator or Area Division Logistics Officer for justification, and the requisition annotated accordingly. 25X1A
- e. Reproduce copies and make distribution of requisitions as required.
- f. Prepare requisitions for materials requested via the [ ] channel. 25X1A
- g. Advise requisitioning components [ ] 25X1A  
[ ] when items requested are not available, whether acceptable substitutes are available, when deadline deliveries cannot be met, of estimated revised delivery dates, and alternate methods of shipment.
- h. Coordinate on consequential discrepancies reported by receiving activities, forward reports of discrepancies to proper SD or Procurement Division (PD) components for action and followup to ensure discrepancies are resolved.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-62

SDI 45-62  
(Revised)

i. Establish and maintain master voucher files to be utilized jointly by SD and PD offices.

6. ORGANIZATION

The OL/SD/CCDB consists of three sections:

- a.  
b.  
c.

[Redacted box]

25X1A

7. GENERAL

Internal procedures necessary for the implementation of this Instruction shall be prepared by OL/SD/CCDB. Such procedures are to contain definitive guidelines for:

- a. Posting requisition, document control and voucher number registers;
- b. Preparing requisitions in response to [ ] or other written requests;
- c. Perform screening of requisitions to ensure accuracy and completeness;
- d. Reproducing and distributing requisitions;
- e. Establishing, maintaining, and retiring of voucher files;
- f. Establishing expedite, followup and customer notification system;
- g. Coordinating receiving discrepancies; and
- h. Machine-sensible recording of receiving and shipment information.

25X1A

S E C R E T

SUPPLY DIVISION INSTRUCTION  
NO. 45-62

SDI 45-62  
(Revised)

These procedural guidelines are to be made a supplement to  
this Instruction.

Chief, Supply Division, OL

25X1A

Distribution: F  
Plus: 1 - MWD (Additional)  
4 - OL/SD/CCDB (Additional)

~~SECRET~~

CHIEF, CENTRAL CONTROL & DISTRIBUTION BRANCH (CCDB)

I. Duties and Responsibilities

The Chief, CCDB, under the direction of the Chief, Supply Division (SD), is responsible for the supervision and guidance of personnel engaged in:

1. Receiving all incoming requisitions for vouchering and forwarding to Supply Management Branch for processing.
2. Receiving  cable and dispatch requests and preparing requisitions and other supply documentation in proper format as required.
3. Receiving and taking action on all requests, telephonic or written, concerning supply, procurement or transportation status related to supplies and equipment ordered or turned in.
4. Maintaining the SD master voucher and document control logs for all requisitions and other supply documentation received.
5. Controlling and coordinating requisitions being processed within the supply system to ensure that deadlines are met and customer activities are kept apprised as to item status.
6. Performing a modified follow-up and expediting action on selected requisitions and/or items ordered using the following guidelines:
  - a. When requisitions or items are required for clandestine operations on a priority or short deadline basis.

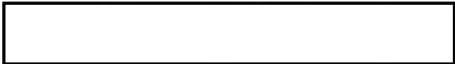

25X1A

~~SECRET~~

**SECRET**

25X1A



- d. Urgently required medical items.
  - e. When items are perishable or have characteristics that require special handling.
  - f. All cases where expedite handling is politic.
  - g. When follow-up action is requested by a customer.
7. Serving as the focal point to receive reports of consequential discrepancies, forwarding these reports to other OL components for action and monitoring to ensure the discrepancies are resolved.
8. Maintaining continuous daily working liaison with customer activities and OL components such as the General Purchase Branch, Procurement Division, Interdepartmental Support and Supply Management Branches, Supply Division, and the depots concerning supply, purchase and shipping status of items, funds certifications, (PRA and PPA), rescheduling deadlines, and methods of shipment.
9. Initiating correspondence, cables, dispatches and standard form reports in replying to queries 
-  furnishing advice concerning supply/shipment status and on other matters relating to requirements, availability of assets, substitutions and general supply/procurement support.

25X1A

25X1A

**SECRET**

10. Maintaining a central worldwide distribution system to provide adequate copies of all supply documents required by customer activities, technically cognizant offices and other OL components.

11. Serving as a focal point for ADP input actions, viz operating machine terminals to record receiving and shipping information for the ADP system.

12. Maintaining the SD master voucher files on a current basis.

13. The Chief, CCDB, is also responsible for preparing written internal procedural instructions governing branch activities and for the implementation of SD directives and instructions that apply to the operation of the Branch.

TAB



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25X1A

 DEPOT

25X1A

The functions of the  Depot are as follows:

1. Maintain the primary Agency stocks of communication, administrative, medical, engineering, electrical, housekeeping and photographic supplies and equipment required to support domestic and overseas activities.
2. Determine and make recommendations concerning requirements for and reconfiguration of storage space, selection of specialized cargo vehicles and materials handling equipment and supplies needed to maintain domestic depot operations.
3. Develop and prepare Agency-wide standards relative to storage, preservation and packaging of stocks and operation of warehouses, storage layout, materials handling and operating procedures.
4. Perform surveillance of stocks on a periodic basis and carry out maintenance/repair and rehabilitation of stocked items to include use of preservation methods and repackaging where required.
5. Maintain and repair special purpose vehicles, materials handling and other equipment used in depot operations.
6. Conduct technical research and studies to advance specialized packing/packaging techniques as applicable to caching requirements, long-term storage under diverse conditions and protection of sensitive or fragile materials.
7. Schedule and conduct annual (cyclic) physical inventories of stocks, including spot or sampling inventories where required. To ensure that stocks are effectively controlled and that the stock records accurately reflect quantities of supplies and equipment on hand. Prepare reports of inventory adjustment as required.
8. Schedules stock issue, packing and crating and shipment actions to conform with required dates specified by customers and by the Supply Management Branch to ensure prompt response to priority and other needs. In connection therewith, maintain tight control over processing and status of all requisition requests to assist with follow-up and expedite actions.

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9. Receive, inspect and ensure accuracy of all incoming shipments of materiel for stock or for customer activities, prepare receiving documents, make preliminary investigation as to cause and extent of any consequential discrepancies, and prepare discrepancy reports for forwarding to Central Control and Distribution Branch.



25X1C

c. Scheduling of cargo shipments to meet deadlines.

d. Preparation and issuance of Government bills of lading and shipping documents.

e. Documenting materiel for movement via pouch channels.

11. Conduct liaison with the General Services Administration and other U. S. Government agencies and authorized commercial facilities to accomplish the disposal or sale of obsolete, excess or surplus and unserviceable Agency property, to include delivery of such property to disposal or sale sites and preparation of disposal documentation.

12. Conduct liaison with other SD elements and the Procurement Division/OL concerning receipt, storage, identification, issue and disposal of supplies and equipment, and with technically cognizant Agency components such as the Office of Communications and Medical Services and the Technical Services with respect to receipt, storage and handling of cognizant and allocated stocks.

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13. Review and prepare appropriate recommendations with respect to alterations and improvements to existing storage facilities.

14. Provides space to and supports cognizant Agency component technical inspection facilities.

15. Plan, coordinate and administer management control programs involving work measurement tools, storage reports and such analyses as may be required.

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SUPPLY DIVISION INSTRUCTION  
NO. 45-92

SDI 45-92

DEPOT

25X1A

- References:
- (a) Supply Division Instruction (SDI) 45-22 -  
Stock Rotation of Communications  
Materiel dtd 10 June 1960
  - (b) Supply Division Instruction (SDI) 45-15 -  
Property Returned to Stock dtd  
12 June 1961
  - (c) Supply Division Instruction (SDI) 45-18 -  
Receiving Procedures -  Depot  
dtd 27 October 1964
  - (d) Supply Division Instruction (SDI) 45-18-1 -  
Recordation of Serial Numbers dtd  
2 March 1965
  - (e) Supply Division Instruction (SDI) 45-23 -  
Storage of Ordnance Materiel at   
Depot (Revised) 19 July 1966
  - (f) Supply Division Instruction (SDI) 45-71 -  
Receiving Discrepancy Reporting and  
Processing Procedures dtd 25 July 1967
  - (g) Supply Division Instruction (SDI) 45-43 -  
Stock Inventory (Revised) 23 August 1971  
with Change No. 1 dtd 4 December 1972
  - (h) Supply Division Instruction (SDI) 45-81 -  
Procedures and Guidance for the Manage-  
ment of Allocation 26 dtd 13 April 1972
  - (i) Supply Division Instruction (SDI) 45-38 -  
Warehouse Operations - Storage and Mate-  
rials Handling (Revised) 19 April 1972
  - (j) Supply Division Instruction (SDI) 45-29 -  
Inspection of Ordnance Materiel (Revised)  
26 April 1972

25X1A

25X1A

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SUPPLY DIVISION INSTRUCTION  
NO. 45-92

SDI 45-92

- (k) Supply Division Instruction (SDI) 1-4 -  
Delegation of Authorities to Supply  
Division Officials (Revised)
  - (l) Supply Division Instruction (SDI) 45-80 -  
Procedures for Commercial Repair of  
Equipment dtd 22 August 1972
  - (m) Supply Division Instruction (SDI) 45-27 -  
Maintenance and Surveillance - Periodic  
or Annual Surveillance (Revised)  
26 September 1972
  - (n) Supply Division Instruction (SDI) 45-86 -  
Recording Serial Numbers of Weapons  
dtd 24 November 1972
  - (o) Supply Division Instruction (SDI) 45-67 -  
Standard Codes (Revised) 16 April 1973
- Recissions:
- (a) Supply Division Instruction (SDI) 45-40 -  
Commercial Repair Program dtd 5 June 1971
  - (b) Supply Division Instruction (SDI) 45-51 -  
Equipment Modification and Repair Account  
dtd 9 October 1962
  - (c) Supply Division Instruction (SDI) 45-56 -  
Procedures for Processing Requisition  
and Shipping Document (Form 291) dtd  
22 May 1971
  - (d) Supply Division Instruction (SDI) 45-69 -  
Repair of Furniture dtd 15 April 1966

1. PURPOSE

This instruction promulgates the policy governing the operation of the [redacted] facility and the responsibilities attendant thereto as set forth in references (a) through (n). 25X1A

SUPPLY DIVISION INSTRUCTION  
NO. 45-92

SDI 45-92

## 2. MISSION

25X1A Receipt, inspection, storage, surveillance, rehabilitation, issue, packing, and shipment of communication, administrative, medical, [REDACTED], and photographic supplies and equipment to support [REDACTED] Additional functions are preparation of documentation pertaining to receipt, shipment, disposal or sale of Agency property and the disposal of excess materiel through established U. S. Government channels.

25X1A

## 3. DELEGATION OF AUTHORITY

25X1A The Chief, [REDACTED] or in his absence the Deputy Chief, is delegated those authorities contained in paragraph 3d of reference (k).

## 4. LIAISON

a. With other Supply Division elements on matters concerning:

- (1) Receipt of materiel from vendors or inter-departmental sources for stock, materiel received as a result of turn-in actions, materiel intended for customer activities.
- (2) Processing and status of requisitions.
- (3) Materiel identification.
- (4) Inventory discrepancies.
- (5) Delivery and/or shipment of supplies and equipment.
- (6) Storage and handling of ordnance materiel.

SUPPLY DIVISION INSTRUCTION  
NO. 45-92

SDI 45-92

b. With the Procurement Division with respect to receipt of shipments from vendors, modification and/or repair of equipment by contract, consequential discrepancies arising from receipt of vendor shipments.

c. With other Government agencies and commercial firms concerning the transportation of materiel, the packing of selected items and the disposal or sale of obsolete, excess or surplus equipment.

d. With technically cognizant Agency offices, i.e., Communications, Technical Services, and Medical Services on matters pertaining to storage and handling of cognizant stocks, allocated stocks and receiving of technical items.

5. RESPONSIBILITIES

a. Receipt, storage, disposal and issue of supplies and equipment obtained for support of Agency domestic and overseas requirements.

25X1A

b. Surveillance, maintenance and rotation of materiel stored at the ☐

c. Packing, crating, boxing, or otherwise readying supplies and equipment for shipment.

d. Preparation of reports of inventory adjustment (RIA's) and supply documentation covering receipt, shipping/delivery and disposal or sale of supplies and equipment.

e. Maintaining serial number records of weapons and recording the numbers of serialized equipment when issued from stock.

f. Maintaining special purpose vehicles and materiels handling equipment.

S E C R E T

S E C R E T

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SUPPLY DIVISION INSTRUCTION  
NO. 45-92

SDI 45-92



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h. Scheduling inventories and conducting cyclic, spot and "sampling" inventories of materiel in stock and preparing inventory adjustments where required.

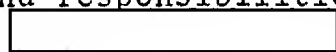
i. Approving RIA's involving administrative adjustments and such other RIA's specified in paragraph 3d of reference (k).

j. Develops and maintains standards applicable to preservation and packaging of materiel.

k. Researches and develops locator and storage systems.

l. Maintains control over processing and scheduling of shipments to assure timely delivery and to assist with followup and expedite procedures.

6. ORGANIZATION

To accomplish its mission and responsibilities, the Depot has three operating branches and  under the direct supervision of the Chief, viz: 25X1A

a.

b.

c.

d.



25X1A

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SUPPLY DIVISION INSTRUCTION  
NO. 45-92

SDI 45-92

7. GENERAL

25X1A

The Chief, [ ] will ensure that internal procedures and instructions are prepared for use as functional guidelines within each Depot element. Such procedures and instructions are to supplement this instruction.

25X1A

[ ]  
Chief, Supply Division, OL

Distribution: D

TAB

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**SECRET**

13. SDI 45-86      Recording Serial Numbers of Weapons - 24 November 1972
14. SDI 45-67      Standard Codes (Revised) - 16 April 1973

**SECRET**

TAB

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Next 1 Page(s) In Document Exempt

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B4/7

5 NOV 1974

MEMORANDUM FOR: Director of Logistics

SUBJECT : Distribution of Form 88, Requisition for  
Materiel and/or Services

REFERENCES : (a) Memo dtd 5 Sept 74 to C/SD fr D/L, Subj:  
Distribution of Supply Documentation

(b) Memo dtd 18 Sept 74 to D/L fr C/SD, Subj:  
Distribution of Supply Documentation

1. After careful study of the distribution of Form 88, the activities involved in the supply process, and the effects of an abbreviated distribution of the form, the Supply Division, OL, with your approval, will immediately take action to implement reduced reproduction.

2. The Central Control and Distribution Branch (CCDB) will implement the following distribution of the Form 88:

	<u>Activity</u>	<u>Copies of Form 88</u>
	General Procurement Branch, PD/OL	1 copy (if involved)
25X1A	<div style="border: 1px solid black; width: 400px; height: 60px;"></div>	2 copies (if involved)
		4 copies (if involved)
25X1A	<div style="border: 1px solid black; width: 100px; height: 20px;"></div> Procurement Office	2 copies (if involved)
	Requisitioning office	1 copy
	Requisitioning budget and fiscal office	1 copy
	CCDB (master file)	1 copy
25X1A	<div style="border: 1px solid black; width: 180px; height: 20px;"></div>	5 copies
	Budget and Fiscal Branch, OL	1 copy

OL 4 5456

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CONFIDENTIAL

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CONFIDENTIAL

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SUBJECT: Distribution of Form 88, Requisition for Materiel  
and/or Services

This is an immediate reduction of approximately one third (11.5 vs 18) the actual reduction depending on the individual circumstances. The real long term savings will be difficult to determine, since reproduction will cease to be centralized.

3. This distribution is based on average conditions. In the event there is need for additional copies, the copies will be reproduced by the activity recognizing the exceptional requirement. We will document customer comments in this regard and submit a report with recommendations within 90 days.

Acting Chief, Supply Division, OL

25X1A

/cc: OL/P&PS

APPROVAL:

/s/ Michael J. Malanick

Michael J. Malanick  
Director of Logistics

7 NOV 1974

Date

Distribution:

Orig - Adse to be ret OL/SD  
1 - OL Files

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CONFIDENTIAL



ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2002/05/02 : CIA-RDP78-05599A000200030002-8

MEMORANDUM FOR: Director of Logistics

SUBJECT : Equipment Requirements - Request for Funds

1. The reorganization of this division, coupled with other refinements to the Agency logistical system such as the Blanket Purchase Agreement (BPA) program, has created an unforeseen requirement for additional equipment within the Supply Division (SD). The purpose of this memorandum is to explain these requirements and request funds for the rental of equipment in the amount of \$1,115.85 per month commencing in March 1974.

2. The funds requested pertain to two differing but related functions. The more expensive, and vital, of the two provides for the rental of a Xerox 3600 copy machine. It is estimated that this machine will produce 40,000 copies per month. Equipped with the collating special feature, monthly cost at the anticipated production figure will be \$980. This requirement is based on the following concerns:

a. Currently, the only copy capability organic to the division in the Ames Center Building is an antiquated AB Dick copier (owned) which is unsatisfactory for the projected needs, both for reasons of reproduction quality as well as production capacity (less than 300 copies per hour). The requisitions (Form 88) are runoff using a ditto process. With the introduction of the BPA program, the need has arisen to provide Procurement Division (PD) a reproducible copy of the Form 88. The ditto copy of the Form 88 simply does not reproduce with sufficient clarity once it has been reduced in size by PD's Model 7000 Xerox machine. This results in difficulties by the time the document reaches the punch room for input to the computer. Operators must request the voucher file in order to ensure that the information is correct (numbers are particularly difficult to read). We have revised certain internal procedures to compensate for this deficiency, however, these are viewed only as stopgap measures. The requirement which must be satisfied is to make and distribute reproducible copies of the requisition to using elements.

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**SUBJECT: Equipment Requirements - Request for Funds**

b. The functional realignments currently in progress have resulted in the requirement for our Central Control and Distribution Branch (CCDB) to take over from [ ] STATINTL certain reproduction responsibilities. Paramount among these is the requirement to reproduce and distribute annually 10,000 requisitions. Additionally, there is the requirement to reproduce and distribute certain receiving reports such as those pertaining to "direct deliveries" made to Headquarters elements. The timely reproduction and distribution of these reports is most important and will have a major impact in the area of vendor billings. It must be accomplished expeditiously and this requires an organic capability. With the transfer of certain followup responsibilities to PD and the location of the Master Voucher Files in CCDB, PD's heretofore free access to SD working files will no longer pertain. Since these files will shortly become accountable, they simply can not be allowed to stray from their repository. PD will continue to have a need for certain documents contained in the Master Files, and the most efficient way to provide this information is via the Xerox copy.

c. The rationale discussed in the preceding two subparagraphs is deemed ample to proceed with the acquisition of the copy equipment requested. We are also giving serious consideration to eliminating the Ditto master currently used as the Form 88. Issue experience indicates that in the past 12 months \$8,500 has been spent in the commercial procurement of the form alone. It is virtually an impossible task to determine how much additional expense has been incurred for paper on a worldwide basis in the reproduction of this form via Ditto machine and other reproduction modes. Preliminary discussion with personnel in the Records Administration Branch, Information Systems Analysis Staff (RAB/ISAS/DD/M&S) concerning elimination of the present form has met with a marked degree of enthusiasm. The current Form 88 is procured commercially at a cost of \$.06 per copy, is bulky to store, subject to deterioration, and users are prone to forget whether to remove or replace the protective sheet resulting in many forms being discarded in favor of a fresh beginning and processed copies containing less than all of the information on the master. Replacing this form with a one sheet form, produced inhouse, will greatly simplify the use of the form, reduce storage space, eliminate the deterioration problem, and reduce procurement costs by a minimum of \$6,500 annually. The savings which will result from the changeover will, therefore,



ADMINISTRATIVE - INTERNAL USE ONLY

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**SUBJECT: Equipment Requirements - Request for Funds**

greatly assist in offsetting the cost of the machine rental.

d. There are some ancillary benefits to be derived from the acquisition of the Xerox equipment. For one, it will allow reproduction on two sides of a sheet of paper. Such a process has particular application in the reproduction of lengthy requisitions (regularly submitted by the Office of Communications) and intraoffice regulatory issuances several of which exceed 40 pages in length. Using special label paper available from Xerox, it will be possible to establish standard distribution lists and then reproduce gummed mailing labels as required. Finally, the collating feature will allow the operator to program distribution and eliminate the "box-stuffing" exercise which presently confronts him.

STATINTL 3. The other portion of the request for equipment concerns the acquisition of two Xerox telecopiers. Currently, both PD and [ ] are using such equipment to send and receive information vital to the receiving efforts of the depot. Our proposal envisions the installation of one Xerox Model 410 telecopier with UNA (unattended answering feature) in CCDB and one Model 400-1 in a central location in the Headquarters Building (under the aegis of the Logistics Services Division). The primary function of this equipment will be to act as a replacement for the "call-in" and "write-in" procedures currently in effect. Basically, the loss of personnel means that the clerical help is simply not available to answer telephones as a primary function. If we are to continue to provide a service at anywhere near previous levels, we must rely upon the machine to take up the slack. This system will actually be a four-way link. Hqs-PD-SD [ ] and once in operation will allow the transmission of unclassified documents pertaining to many varied aspects of the supply operation. Costs are \$95.50 per month for the more sophisticated Model 410 with UNA and \$40.35 per month for the Model 400-1, making the total monthly rental cost \$135.85.

STATINTL 4. Several alternatives have been considered:

- a. Relocated 3600 at [ ] to Ames and replace with less expensive copier.
- b. Reprogram funds within SD Fiscal Year (FY) 1974 budget.
- c. Request supplemental FY 1974 funding.

**SUBJECT: Equipment Requirements Request for Funds**  
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STATINTL

We anticipate that [ ] will continue to bear a large reproduction load, and any downgrading at this juncture would be premature. Of course, we intend to reevaluate this requirement subsequent to complete reorganization. Because we consider the acquisition of an acceptable organic reproduction capability in CCDB of the highest priority, we have reassessed the division's FY 1974 operating budget and have determined that we can as a last resort divert sufficient subobject Class 3100 funds into subobject Class 2300 to cover rental of the Xerox equipment. This action, while it would solve our immediate requirement, is considered to be the least desirable of our alternatives. The last option appears to stand alone in its justification for adoption.

5. In view of the foregoing, it is requested that additional funds in the amount of \$4,500 be made available to cover the rental cost of Xerox equipment during the final 4 months of FY 1974, with the understanding that FY 1975 and succeeding budget years will contain fund programming for their continuing use.

STATINTL

[ ]  
Chief, Supply Division, OL

**Distribution:**

Orig & 1 - Addressee  
1 - OL/SD/OSB - Official

OL/SD/OSB/[ ] BGF/3173 (1 February 1974)

STATINTL

- 4 -

**ADMINISTRATIVE - INTERNAL USE ONLY**

*Supply line study*

The argument for:

# A Commodity-Oriented

CPYRGHT

Can the Army be better supported by a functionally oriented or a commodity-oriented logistics structure?

**T**he more senior readers will remember the definition of a comptroller: "A man who proceeds to a pre-conceived conclusion from erroneous facts and assumptions using incomplete data." The junior readers will recognize the definition of a systems analyst. It may be worth noting that both definitions are the products of the notion of functionalization. This is not a blanket indictment of the functional concept. It has its uses in a supporting role.

The arguments on the relative virtues of commodity organization versus functional organization are at least thirty years old. The fact is that any organization is a checkerboard with the two concepts as the two axes. This discussion probes the issue of which is the control axis and which is the coordination or liaison axis. Both types of activity are necessary.

To minimize misunderstanding, it may be worth defining three words that will recur throughout the discussion. A commodity is an item that is of use to the troops. A service is an activity that provides the troops something that is useful to them. A function is an action that interfaces with a commodity or a service to provide the end product to the troops in satisfactory condition and on time. Rations and tanks are examples of commodities. Movements, probably, and laundry and bath, surely, are examples of services. Supply and procurement are examples of functions.

The most fundamental argument for commodity (and service) specialization is that the line wants something particular, in a definitive quantity, at a given time. That is a pretty specific commodity definition. Tons of back-orders are not very useful substitutes when the chips are down.

To provide a commodity, several functions must interface with the commodity at various times and to varying degrees. Commodities, in fact, have diverse personalities. Supply is the word commonly linked with rations, POL, and ammunition, for example. But some commodities are purchased on an ad hoc basis. They fall into three classes of the

# Logistics System

by Brigadier General Charles D. Y. Ostrom, Jr., USA (Ret.)

CPYRGHT

above materiel to provide them to the line in useful condition. Maintenance is the term associated with automotive items and weaponry, generators and radios; yet, supply actions are also needed to keep them in the hands of troops. Transportation is needed to get everything where it's needed; that is the reason "movements" was modified by the word "probably" in defining a service. Thus, the commodity seems to define the function performed at the end of the chain of actions to place and keep a serviceable item in the hands of the troops.

The commodity has other aspects of individual personality. Demands for ammunition and POL fluctuate radically according to the tactical situation. Ration requirements are almost immune to the situation although the type in demand may vary. Yet, all are high tonnage, low-line-item number, commodities. Some major items make their maintenance demands according to combat use, others according to administrative mileage piled up. Looking to repair part experience of a single major item, the seasons can make a major change in demand for a specific part, for example, brake linings. Changes in terrain also influence demand, air and oil filters to name a couple. The words "supply" and "maintenance" are both associated with the final provisioning of missiles.

The life cycle of any item of materiel starts with development, part of the research and development operation. Applied research may have occurred even earlier. Once the item has been standardized to some extent, procurement takes the center of the stage. The technical data package remains the heart of the operation, however. When the Government accepts the item, supply takes over, which includes storage, maintenance, and issue. Finally, the item gets to the troops. Then it may be expended or it may go through a lifetime of maintenance and parts supply. Comptrollers have juggled the money in support of every function mentioned. Operations research/systems analysis specialists

have manipulated data and assumptions regarding most of the steps. No function exists in a vacuum unto itself insofar as other functions go, although a commodity may isolate itself from other commodities. The exception to this is when the commodity is part of a family or is integrated into a system.

The men who provide these serviceable items to the line are average supervisors of average Americans. The key men in the process are the lieutenants and non-commissioned officers in the supply, maintenance, transportation, and service units. The demand placed upon

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*The key men are lieutenants and NCO's in supply, maintenance, transportation, and service units.*

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them is for something specific at a specific time. If it cannot be provided, then the most satisfactory alternate solution must be provided in timely fashion.

This implies that the first- and second-level supervisors must know their materiel as a working item and something about how the line uses it. As just a stock number, you end up with the situation where a towed artillery piece stayed down for mobility for three days because no one thought to use a common stove bolt to hold the brake to the axle. The standard stock number nut and bolt for the piece were fringe items as well as being on backorder. When the artilleryman asks the ammunition officer about exotic fuzing for his guns, the ammunition officer must know the right answer. When a line officer comes in asking how to lay a minefield, again the ammunition officer must know at least where to find the publication. The automotive officer or sergeant must know that when you run out of brake lining, you start using wheel assemblies to keep things moving and when those run out, then you go to axle



assemblies—all have been of one kind. These things have all happened.

Sometimes the technical service officer has not had the answer. If he had known his commodity, he would have. But, a man trained in looking at stock numbers only, the 4201 lieutenant, cannot know substitution of the next higher (or lower) component for every item in the Army. Neither can his counterpart, the 4815 mechanical maintenance lieutenant, who is expected to handle all automotive plus what used to be called Engineer and Quartermaster equipment. These two are functionalists. They can produce if the system is working perfectly. The slightest perturbation and they are lost, and with that, the system goes into pretty wild oscillations. Fortunately, these two MOS's (military occupational specialties) seem to be on their way out. Most of the other commodities are handled by a commodity-oriented lieutenant. He has a better chance of handling exceptions since he should be able to recognize them. But, the functionalist lieutenant had to rely completely on his commodity-oriented noncommissioned officers. There was no independent check.

The world does not end with the first and second level of supervision, however. What of the captains, field grade, and even general officers in the combat service support system? Take a look at the organization of the system in detail.

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***It is essential that they know their materiel as a working item and how the line units use it.***

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Commands in the field have a major commodity interest together with some minor interests at company, battalion, and even group level. The commander tends to need knowledge in just one commodity area to perform well. He can rely on his functional transfer of skills and junior specialists in other commodities as the means to pull the whole together. On the staff side, the functionally oriented man and organization may perform the coordination actions better than a commodity-oriented pair, but both can be found. At group and higher command, the diversity of services and materiel usually is so great that the commander has to transfer his knowledge to many items. Whether this makes him a functionalist or generalist (if there is a difference) can be debated. In any event, colonels and generals should be experienced.

In the mobilization base of the United States, the Army Materiel Command is commodity oriented through the major-general level of its commanders. There is a two-star slot for a POL (petroleum, oils and lubricants) officer in Defense Supply Agency and

military for transportation officers in movements control assignments. The exception seems to be in the Defense Contract Administration Services, and their reputation is none too good. What arsenals remain are commodity oriented, and the depots, proving grounds, and other installations are either commodity oriented or have their major commodity subdivisions. The commander may need to be a generalist and certainly has a functional staff. But he and his staff definitely deal with commodities and services as their prime reason for being.

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***Supervisors must be trained for ever greater responsibility in given commodities.***

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Since there is a definite commodity orientation to the bulk of the technical support organization, and an even more definite commodity or service orientation to the major qualifications for the personnel who man the system, it seems only reasonable to move in the path of least resistance. Supervisors must be trained for ever greater responsibility in given commodities. For ease of both training and administration, these men should be grouped by the commodity, or later commodities (services), they will provide. Their functional training will come as a natural byproduct of the provision of the commodities. At the senior level, the generalist will become apparent. The intermediate staffs will allow the necessary functionalists to be identified and siphoned off. But, since personnel administrators are both human, and of limited experience, they should be given tasks commensurate with their mortal limitations. The avowed commodity orientation of the technical services will allow this. Span of comprehension will remain manageable.

Some will argue this is closing the circle of history. If this is necessarily bad, why has the Army just come back to the monetary ration allowance after thirty years? Others will argue the real world is a spiral and history never repeats. These had better consider the feat (or fate) of the legendary bird who flew in ever-decreasing spirals. The technical services have performed well in the past under a commodity (and service) philosophy. Perhaps these paragraphs explain why.

**ALOG**

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